

BEACON HR/Payroll Stakeholder Analysis Report

Prepared by:

The Change Management Team

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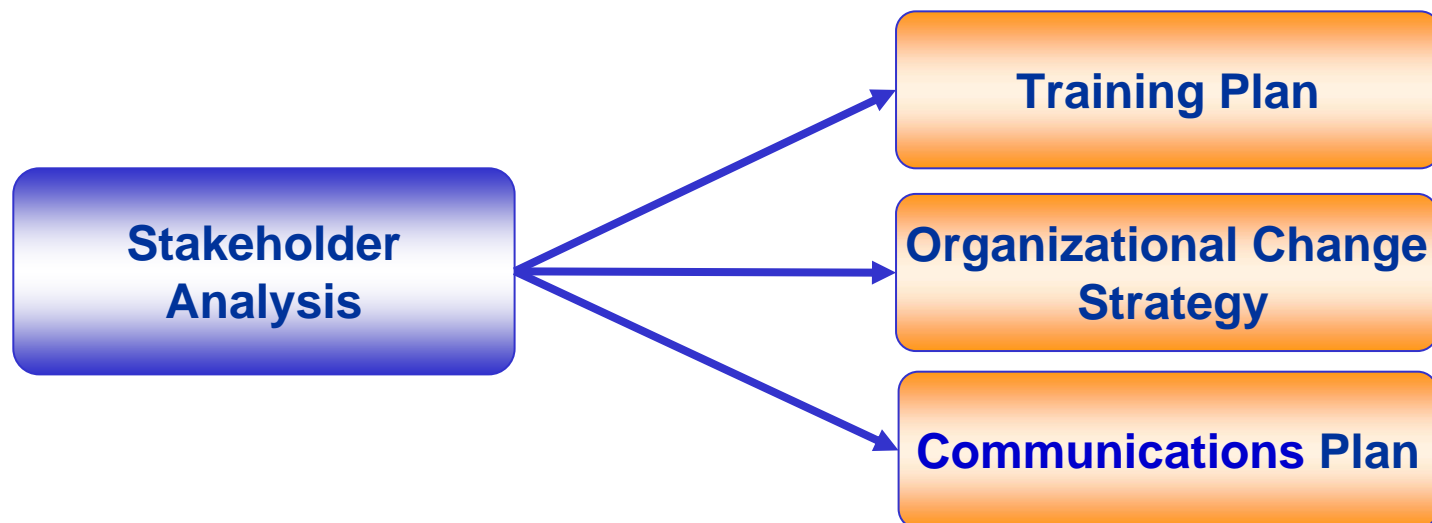
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Introduction and Purpose

Introduction

The Stakeholder Analysis is a tool that helps the BEACON HR/Payroll Project Team understand general information about various state organizations by identifying people who can affect the initiative's success.

This document will be used as input into the Organizational Change Strategy, Training Plan and Communications Plan.



Purpose

The Stakeholder Analysis is intended to provide BEACON HR/Payroll Project Team members with basic knowledge about key state groups. It will also assist the BEACON HR/Payroll Project Change Management Team in developing training plans and the organizational change strategies, as well as communicating targeted messages to these key groups.

This document was developed based on input from a targeted group of 34 agency human resource directors and various North Carolina state employees serving as members of the BEACON HR/Payroll Project Team.



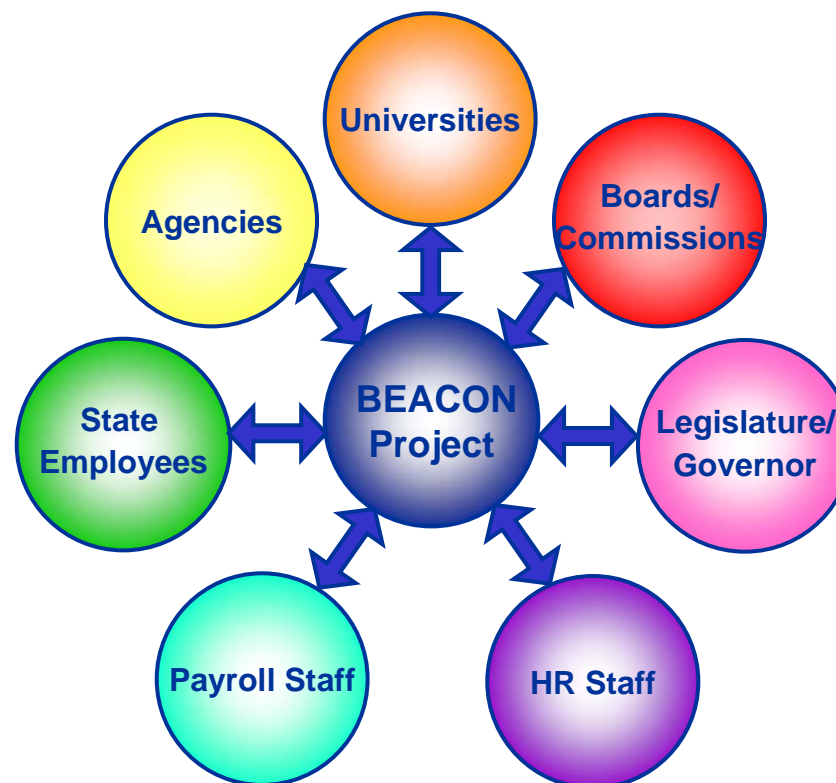
Stakeholder Analysis Methodology

Stakeholder Analysis Methodology Overview

	Define Approach	Collect & Validate Information	Analyze Results	Share Analysis Results	Monitor & Update Information
Stakeholder Group Analysis	<ul style="list-style-type: none"> Develop approach to complete stakeholder group analysis Schedule interviews with various state members on the BEACON HR/Payroll Project Team Identify preliminary list of stakeholder groups 	<ul style="list-style-type: none"> Meet with state members on BEACON HR/Payroll Project Team to identify stakeholder groups and determine project impacts Validate stakeholder group listing with BEACON Change/Communications Lead 	<ul style="list-style-type: none"> Analyze stakeholder group listing information; determine common change/communications themes Develop listing that identifies stakeholder group role, concerns, critical success factors and activities to mitigate potential risks 	<ul style="list-style-type: none"> Create stakeholder analysis presentation Provide key information for communications plan, organizational change strategy and training plan, as well as other change management work products 	<ul style="list-style-type: none"> Identify areas most in need of attention Recommend action steps for addressing identified risks Periodically update stakeholder analysis as needed
Stakeholder Impact Assessment	<ul style="list-style-type: none"> Develop approach to gather and analyze agency stakeholder impact information Collect agency HR director contact information from Chief Deputy State Controller 	<ul style="list-style-type: none"> Distribute job impact survey to agency HR directors Collect agency job impact information from HR directors Validate agency job impact survey information with PMIS and CIO survey results 	<ul style="list-style-type: none"> Analyze job impact survey information Develop agency stakeholder impact assessment findings that identifies numbers of agencies potentially affected by the BEACON HR/Payroll system 	<ul style="list-style-type: none"> Create stakeholder analysis presentation Provide key information for communications plan, organizational change strategy and training plan, as well as other change management work products 	<ul style="list-style-type: none"> Identify areas most in need of attention Recommend action steps for addressing identified risks Periodically update stakeholder analysis as needed

Stakeholder Selection

The BEACON HR/Payroll Project Team identified groups of people who should be considered when determining appropriate strategies for the initiative's change management effort. These key stakeholder groups are impacted by and/or have an impact on the success of the BEACON HR/Payroll system implementation.



Stakeholder Analysis Results

Stakeholder Analysis Overview

- The stakeholder analysis provides the following information:
 - Identification of stakeholder groups and their role within the BEACON HR/Payroll Project;
 - Potential stakeholder group concerns that need to be addressed by the BEACON HR/Payroll Project Team;
 - An understanding of what constitutes a successful BEACON HR/Payroll Project system implementation for each stakeholder group; and
 - Identification of actions to minimize project risks and maximize benefits when working with stakeholder groups.
- Thirty-six stakeholder groups were identified as part of this analysis:
 - Estimated number of people potentially impacted by the BEACON HR/Payroll system were documented by stakeholder group.

The detailed results of this analysis are documented in Appendix A.



Employee Stakeholder Group Summary Table

Four primary state stakeholder employee groups were identified as being impacted by the BEACON HR/Payroll Project.

Stakeholder Group	Approximate # of Impacted Users
Agency Leaders (includes agency secretaries and their senior leadership team)	350
Agency Core Users (encompasses employees who use existing HR and payroll systems daily)	1,811
Agency Employees (includes permanent and temporary workers who may use employee and manager self-service)	81,896 (76,417 permanent employees, 5,479 temporary employees)
University Leaders, Employees & Core Users (includes university president, all university chancellors, vice chancellors, and university employees who will interface with the BEACON HR/Payroll system)	27,000 (university leadership total TBD)



Organizational Stakeholder Group Summary Table

Organizational Stakeholder Group	# of People	Organizational Stakeholder Group	# of People
Program Steering Committee (PSC)	5	NC General Assembly	170
Change Mgmt Oversight Committee (CMOC)	7	Fiscal Research	40+
Standardization Advisory Committee (SAC)	16	Legislative Liaisons	52+
State BEACON HR/Payroll Project Team	37+	Office of State Controller	117
Agency BEACON Support Team Sponsors	34	Office of State Personnel	111
Agency BEACON Support Team Leads	34	Office of State Budget & Management	59
Agency BEACON Support Team Communications Agents	34+	Council of State	9
Agency BEACON Support Team Change/WFT Agents	34	Governor's Cabinet	10
Agency BEACON Support Team Training Agents	34	Agency Secretaries/Deputy Secretaries	180+
Agency BEACON Support Team Infrastructure/Readiness Agents	34	University Leadership	70+
Agency BEACON Support Team Subject Matter Experts	225+	Agency Chief Financial Officers	34+
University BEACON Support Team s	150+	Agency Chief Information Officers	34+
Governor's Office (includes communications staff)	15+	Agency HR Directors	34+

Note: The information collected for this summary table was obtained through BEACON Project Team Member interviews, PMIS queries and web-based searches.

STATE OF NORTH CAROLINA
Office of the STATE CONTROLLER

Organizational Stakeholder Group Summary Table - Continued

Organizational Stakeholder Group	# of People	Organizational Stakeholder Group	# of People
University HR Directors	18	State Employees Assoc. of NC (SEANC)	65,000+
Agency Employees – HR/Payroll Core Users	1,811	NC Retirement Project Team (ORBIT)	50+
University Employees – Core Users	TBD	State Personnel Commission	9
Agency/University Staff (Casual System Users, and Employee and Manager Self-service End Users)	130,000	Boards & Commissions (with own payroll)	30
UNC General Administration/Banner	70+	Other Boards & Commissions (120)	TBD

Agency Impact Assessment

Agency Impact Assessment Overview

- Thirty-two agency HR directors were asked to calculate the total number of employees potentially impacted by the four functional areas (human resources, payroll, time management, and benefits) broken out by job classification title:
 - Job classification impact information obtained from the agency HR directors was validated against similar data stored on the State's PMIS system; and
 - Information collected was calculated by full-time equivalent for each job classification and total number of employees potentially impacted was distributed by functional area.
- Technical readiness survey was sent to agency CIOs and BST Infrastructure/Readiness Agents to gather estimated numbers of employees impacted by the BEACON HR/Payroll system. Survey provided information on:
 - Total number of core users based on the four functional areas;
 - Total number of agency management self-service (MSS) users who review and approve work activities, view reports, and perform other management-related functions; and
 - Total number of agency employee self-service (ESS) users who will enter time and perform other related self-service functions (e.g., review paycheck information, manage personal information, etc.).

Agency Impact Assessment Overview (Cont'd)

- HR Director and CIO estimates of the number of employees impacted by the BEACON HR/Payroll system was cross-referenced with information stored in PMIS and payroll systems (both central payroll and DOT payroll systems).
- The information collected is an initial assessment of agency employees potentially impacted by the BEACON HR/Payroll Project. A more detailed analysis will be conducted during the Realization Phase.

Results from agency impact assessments are documented in Appendix B

Impacted End User Estimates

Agency	Core	MSS*	ESS
Administrative Office of the Courts	30	597	5,863
Dept. of Administration/Lt. Governor	6	160	862
Dept. of Agriculture	36	159	1,260
Dept. of Commerce	21	180	739
Dept. of Correction	78	3,175	18,777
Dept. of Crime Control & Public Safety	18	435	2,687
Dept. of Cultural Resources	20	200	749
Dept. of Environ. & Natural Resources	109	918	3,557
Dept. of Health & Human Services	451	3,646	18,008
Dept. of Insurance	5	81	386
Dept. of Justice	13	193	1,198
Dept. of Juvenile Justice	46	233	1,752
Dept. of Labor	7	60	405
Dept. of Public Instruction	7	73	527
Dept. of Revenue	14	314	1,710
Office of Secretary of State	6	18	159

Impacted End User Estimates (Cont'd)

Agency	Core	MSS*	ESS
Dept. of State Treasurer	7	50	313
Dept. of Transportation	753	2,453	13,486
Employment Security Commission	4	350	1,883
General Assembly/Fiscal Research	33	25	TBD
Information Technology Services	8	50	424
NC Education Lottery Commission	6	50	144
NC Housing Finance	2	30	101
Office of State Budget & Mgmt/Governor's Office	8	15	119
NC Community College System	6	53	175
Office of Administrative Hearings	1	10	39
Office of State Personnel	88	20	98
Office of State Auditor	5	50	178
Office of State Controller	13	25	94
State Board of Elections	2	6	47
State Health Plan	2	2	23
Wildlife Resource Commission	6	100	654
Totals	1,811	13,716	76,417

Next Steps

Next Steps

The assessment results will be used to define and update the scope of the BEACON HR/Payroll Project Team's change management efforts in the following areas:



- Training Plan – Stakeholder Analysis provides an estimated number of agency employees by functional area that will need to be trained on the BEACON HR/Payroll system.
- Organizational Change Strategy – Stakeholder Analysis provides the estimated number of people by functional area that may be impacted by the use of the BEACON HR/Payroll system so that risk management and workforce transition strategies can be properly scoped.
- Communications Plan – Stakeholder Analysis provides impacted stakeholder groupings and sizing information so that communications can be targeted accordingly.

Appendix A: Detailed Stakeholder Group Listing

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Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Program Steering Committee (PSC)	5	<ul style="list-style-type: none"> • Makes final decisions regarding BEACON HR/Payroll system implementation and how it will impact agencies/universities • Approves recommended process changes • Provides highest level of support for issue resolution/scope changes • Conveys importance of BEACON HR/Payroll Project to agency/university leadership • Provides direction consistent with BEACON HR/Payroll Project goals • Will handle other BEACON Program items (e.g., e-recruitment, finance, budget) and their connection with BEACON HR/Payroll Project efforts 	<ul style="list-style-type: none"> • No clear agency/university support for Program Steering Committee decisions to standardize, centralize or decentralize HR/Payroll processes 	<ul style="list-style-type: none"> • BEACON HR/Payroll Project on time and within budget • BEACON HR/Payroll Project has a positive effect on employees' job performance (i.e., improved efficiency and effectiveness) • Agencies/universities have a good understanding of the BEACON HR/Payroll system and its benefits to increased organizational work efficiency 	<ul style="list-style-type: none"> • Conduct monthly Program Steering Committee (PSC) meetings • Provide monthly BEACON HR/Payroll Project status reports • Provide leadership action planning and coaching • Clarify roles and responsibilities for PSC

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Change Management Oversight Committee (CMOC)	7	<ul style="list-style-type: none"> • Helps set direction for the BEACON HR/Payroll Project change management/ workforce transition approach • Makes recommendations to BEACON HR/Payroll Project Program Management Office (PMO) and PSC regarding change management issues • Determines how to roll out PSC-approved process changes and helps determine organizational change impacts • Ensures agencies/ universities are able and willing to adopt the new HR/Payroll system 	<ul style="list-style-type: none"> • State employee must accept for redefined roles/responsibilities associated with new BEACON HR/Payroll system • Lack of agency/ university leadership understanding or support for change management and workforce transition activities • Lack of useful organizational change impact information from agencies/universities • Potential loss of employment (i.e., job elimination) for some state employees 	<ul style="list-style-type: none"> • BEACON HR/Payroll Project has a positive effect on how employees perform in their agency/university job roles using the new system • Throughout state agencies/universities, employees recognize the benefits of the BEACON HR/Payroll system and can adapt to changes in their roles/responsibilities • Agencies/universities have a better understanding of the BEACON HR/Payroll system and its benefits to increased organizational work efficiency 	<ul style="list-style-type: none"> • Conduct bi-weekly/monthly CMOC meetings • Provide monthly BEACON HR/Payroll Project status reports

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Standardization Advisory Committee (SAC)	15	<ul style="list-style-type: none"> •Leverages best practices to streamline business policies and processes to maximize benefits for state agencies/universities •Analyzes options to streamline disparate processes and seeks clarification of existing policies to support a consolidated way of conducting business throughout the State 	<ul style="list-style-type: none"> •Lack of agency/university leadership involvement or support for HR/Payroll policy and process standardization recommendations •No agreement from agencies/universities on what policies, processes, etc. need to be standardized 	<ul style="list-style-type: none"> •Standardized policies and processes produce a strategic, cost-effective business model that can be supported long term •Minimizes ongoing policy and process change considerations and their effect on the BEACON HR/Payroll system 	<ul style="list-style-type: none"> •Conduct bi-weekly meetings •Provide bi-weekly BEACON HR/Payroll Project status reports •Send email updates/status on recommended standardization items

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
State BEACON HR/Payroll Project Team Members	37+	<ul style="list-style-type: none"> • Help manage, direct and implement SAP HR and Payroll functions • Assist with business process, data migration, conversion, interface design and development of the BEACON HR/Payroll system • Assist with the development and execution of change management activities (e.g., communications, workforce transition, training) • Make process standardization recommendations and refer these items to appropriate parties for decisions as needed 	<ul style="list-style-type: none"> • Adequate Communication between project teams • Clarification of roles and responsibilities with project team • Adequate knowledge transfer • Adequate training on SAP • Clarification of BEACON HR/Payroll Project scope • Administrative PMO burdens • Project team has a challenge to figure out how to standardize policies and processes that are more difficult to do in some agencies (e.g., HCHFA, AOC, DOT) 	<ul style="list-style-type: none"> • BEACON HR/Payroll Project implemented on time and within budget • Agencies/universities take advantage of SAP functionality • Agencies/universities are prepared for the change in existing processes • BEACON HR/Payroll system supports agency/university needs • BEACON HR/Payroll Project information is shared quickly and effectively with all stakeholders • Every project team member understands and performs his/her designated roles and responsibilities 	<ul style="list-style-type: none"> • Conduct monthly “All Hands” meetings • Hold weekly internal project team meetings • Establish and update BEACON HR/Payroll Project Internet site • Provide email status updates explaining BEACON HR/Payroll Project progress to date • Establish library of standard materials to use/share • Publish internal BEACON HR/Payroll Project Team newsletter • Publish calendar of upcoming BEACON HR/Payroll Project events • Establish decision-making and issue resolution processes • Plan and execute knowledge transfer and training • Enact rewards and recognition program for project team

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency BEACON Support Team (BST) Sponsors	34+	<ul style="list-style-type: none"> • Maintain accountability for executing agency specific plans and tasks in support of BEACON HR/Payroll Project activities • Assign BST members, including back-ups as needed • Attend monthly BST Sponsor meetings • Review BST scorecard information and progress relating to the BEACON HR/Payroll Project and help solve issues as they arise 	<ul style="list-style-type: none"> • Limited time available for BEACON HR/Payroll Project versus their full-time job responsibilities • Unclear understanding of BEACON HR/Payroll Project and key activities/outcomes associated with it 	<ul style="list-style-type: none"> • General understanding of project and its benefits by state employees • BEACON HR/Payroll Project information is communicated quickly and effectively throughout state organizations • Leadership action plans in place 	<ul style="list-style-type: none"> • Construct and maintain BEACON HR/Payroll Project website • Publish "BEACON View" newsletters • Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress • Hold monthly BST Sponsor meetings • Produce and maintain BST Scorecard of BEACON HR/Payroll Project activities • Develop Communications Toolkit to guide communication of project items/activities within each state organization • Facilitate active participation in workforce transition activities within state organizations (e.g., change impact workshops, workforce transition planning)

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency BEACON Support Team (BST) Leads	34+	<ul style="list-style-type: none"> • Coordinate, track and monitor execution of agency/university specific tasks outlined in the BEACON HR/Payroll Project plan • Conduct BST meetings within respective state organizations to review status of project activities • Serve as primary day-to-day contact to BEACON HR/Payroll Project Team • Plan and conduct targeted BEACON HR/Payroll Project awareness and updated progress meetings with state employees as needed 	<ul style="list-style-type: none"> • Limited time available for BEACON HR/Payroll Project versus their full-time job responsibilities • No clear understanding of BEACON HR/Payroll Project and key activities/outcomes associated with it 	<ul style="list-style-type: none"> • General understanding of project and its benefits by state employees • BEACON HR/Payroll Project information is communicated quickly and effectively throughout state organizations • Managing Beacon implication activities within agencies 	<ul style="list-style-type: none"> • Construct and maintain BEACON HR/Payroll Project website • Publish "BEACON View" newsletters • Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress • Hold monthly BST Lead meetings • Produce and maintain BST Scorecard of BEACON HR/Payroll Project activities • Develop Communications Toolkit to guide communications of project items/activities within each state organization • Facilitate active participation in workforce transition activities within state organizations (e.g., change impact workshops, workforce transition planning)

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency BEACON Support Team (BST) Communications Agents	34+	<ul style="list-style-type: none"> Disseminate BEACON HR/Payroll Project information and promotional materials Coordinate BEACON HR/Payroll Project events to involve affected state organization staff, as identified by BST Sponsor, Lead and/or BEACON HR/Payroll Project Team Maintain knowledge and use of updated communication messages by working with the BEACON HR/Payroll Project Communications Team 	<ul style="list-style-type: none"> Limited time available for BEACON HR/Payroll Project versus their full-time job responsibilities No clear understanding of BEACON HR/Payroll Project and key activities/outcomes associated with it Knowledge of key contacts and communication vehicles within agencies 	<ul style="list-style-type: none"> BEACON HR/Payroll Project information is communicated quickly and effectively throughout state organizations General understanding of BEACON HR/Payroll Project and its benefits by state employees BEACON HR/Payroll system supports communication needs of each state organization 	<ul style="list-style-type: none"> Construct and maintain BEACON HR/Payroll Project website Publish "BEACON View" newsletters Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress Produce and maintain BST Scorecard of BEACON HR/Payroll Project activities Develop Communications Toolkit to guide communication of project items/activities their state organization

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency BEACON Support Team (BST) Change/ Workforce Transition Agents	34+	<ul style="list-style-type: none"> • Work with BEACON HR/Payroll Project Team to conduct a state organization-specific organizational risk and readiness assessment for the BEACON HR/Payroll Project • Contribute to state organization-specific analysis of BEACON HR/Payroll Project stakeholders and help determine levels of involvement • Work with BEACON HR/Payroll Project Change Management Team to plan for the transition of their workforce into new job roles • Identify specific policies and procedures that may need to be modified within their organization to complete workforce transition activities • Participate in updating job descriptions and performance interviews 	<ul style="list-style-type: none"> • Limited time available for BEACON HR/Payroll Project versus their full-time job responsibilities • Unclear understanding of BEACON HR/Payroll Project and key activities/outcomes associated with it • Understanding of current roles within agency ("As Is" Knowledge) 	<ul style="list-style-type: none"> • General understanding of BEACON HR/Payroll Project and its benefits to state employees • State employees are able to transition to BEACON HR/Payroll system without major issues • BEACON HR/Payroll Project information is communicated quickly and effectively throughout state organizations • Workforce transition plan in place • Change impacts identified 	<ul style="list-style-type: none"> • Construct and maintain BEACON HR/Payroll Project website • Send periodic email communications pertaining to BEACON HR/Payroll Project Team progress • Produce and maintain BST Scorecard of BEACON HR/Payroll Project activities • Plan and execute change impact workshops within state organizations • Plan and execute workforce transition activities within state organizations

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency BEACON Support Team (BST) Training Agents	34+	<ul style="list-style-type: none"> • Provide input on training methodology • Assess readiness of end users for BEACON HR/Payroll Project training methods (e.g., computer skills) • Assist with scheduling of state employees in general classes and make-up classes • Provide end-user support as needed with their state organization 	<ul style="list-style-type: none"> • Limited time available for BEACON HR/Payroll Project versus their full-time job responsibilities • Unclear understanding of BEACON HR/Payroll Project and key activities/outcomes associated with it • Understanding of training logistics & agency training infrastructure 	<ul style="list-style-type: none"> • General understanding of BEACON HR/Payroll Project and its benefits to state employees • Identification of training facilities • Timely communication and scheduling of training events 	<ul style="list-style-type: none"> • Construct and maintain BEACON HR/Payroll Project website • Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress • Produce and maintain BST Scorecard of BEACON HR/Payroll Project activities • Construct training strategy and plan (includes preferred training delivery methods) • Plan and conduct train-the-trainer sessions • Design and execute course evaluation tools and processes • Participate in Training Agent meetings (frequency TBD)

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency BEACON Support Team (BST) Infrastructure/Readiness Agents	34+	<ul style="list-style-type: none"> Identify and coordinate system interfaces, desktop, mail system and network requirements with BEACON HR/Payroll Project Team Participate in cutover tasks, including data conversion and interfaces Provide technical support during go-live 	<ul style="list-style-type: none"> Limited time available for BEACON HR/Payroll Project versus their full-time job responsibilities Unclear understanding of BEACON HR/Payroll Project and key activities/outcomes associated with it 	<ul style="list-style-type: none"> General understanding of BEACON HR/Payroll Project and its benefits to state employees BEACON HR/Payroll system supports needs of their state organization State employees are able to connect to BEACON HR/Payroll system without major issues BEACON HR/Payroll Project information is communicated quickly and effectively throughout their organization 	<ul style="list-style-type: none"> Construct and maintain BEACON HR/Payroll Project website Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress Develop and maintain BST Scorecard of BEACON HR/Payroll Project activities Construct technical readiness checklist Participate in BST Infrastructure/Readiness Agent meetings (frequency TBD)

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency BEACON Support Team (BST) Subject Matter Experts (SMEs)	225+	<ul style="list-style-type: none"> • Attend “to-be” process design sessions, adding input on desired process flows • Assist BEACON HR/Payroll Project Team with various data gathering activities • Participate in presentations on to-be processes within the affected state organizations • Assist BST Change/Workforce Transition Agent in identifying potentially impacted employees, assigning employees to SAP roles and providing advice on skills assessments of employees • Work with other state organizations and BEACON HR/Payroll Project Functional Team members to define reporting requirements • Assist with testing new system 	<ul style="list-style-type: none"> • Loss of local state organization control over policies and/or processes due to standardization, centralization or decentralization • Not enough time dedicated to BEACON HR/Project activities • State employees continue to support legacy processes because they are uncomfortable with the new system • Project perceived as a threat to their jobs as re-design may take away autonomy or eliminate duties • Looking at project from own state organization or functional perspective, not statewide view 	<ul style="list-style-type: none"> • Create standardization of work responsibilities across state organizations • Buy-in and support from state employees for BEACON HR/Payroll Project • Allowed to be active participants in system design, validation and testing • New systems meet agency requirements 	<ul style="list-style-type: none"> • Construct and maintain BEACON HR/Payroll Project website • Publish “BEACON View” newsletters • Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress • Develop and maintain BST Scorecard of BEACON HR/Payroll Project activities

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
<p>University BEACON Support Team (BST) Members</p> <p>Includes BST Sponsors, Leads, Agents, & SMEs</p> <p><i>University BSTs still need to be formed</i></p>	TBD (estimated 150+)	<ul style="list-style-type: none"> • Champion the BEACON HR/Payroll Project and disseminate communications within their university • Provide guidance to enable business transformation that supports improved work practices within their university • Communicate BEACON HR/Payroll Project progress to university stakeholders 	<ul style="list-style-type: none"> • Limited time available for BEACON HR/Payroll versus their full-time job responsibilities • Unclear understanding of BEACON HR/Payroll Project and key activities/outcomes associated with it • Undefined scope for universities 	<ul style="list-style-type: none"> • General understanding of BEACON HR/Payroll Project and its benefits to university employees • BEACON HR/Payroll system supports needs of the university • University employees are able to transition to BEACON HR/Payroll system without major issues • BEACON HR/Payroll Project information is communicated quickly and effectively throughout the university 	<ul style="list-style-type: none"> • Construct and maintain BEACON HR/Payroll Project website • Publish "BEACON View" newsletters • Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress • Develop and maintain BST Scorecard of BEACON HR/Payroll Project activities

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Governor's Office (including communications staff)	15+	<ul style="list-style-type: none"> • Provides visible support for BEACON HR/Payroll Project • Recommends funding for project activities as deemed necessary • Conveys importance of BEACON HR/Payroll to agency and university leadership • Resolves high level issues concerning BEACON HR/Payroll Project if needed 	<ul style="list-style-type: none"> • Support for standardization of process and policies • Potential cost overruns or time slippage on BEACON HR/Payroll Project • Potential loss of political capital (Governor's last term in office ends in late 2007) 	<ul style="list-style-type: none"> • Agency/university employees recognize the benefits of the BEACON HR/Payroll Project and support it • BEACON HR/Payroll Project is successfully delivered on time and within budget • Governor promotes buy-in from agencies leaders 	<ul style="list-style-type: none"> • Provide periodic BEACON Project status/updates (given by members of Steering Committee)
NC General Assembly	170 (50 Senate, 120 House)	<ul style="list-style-type: none"> • Approves funding for BEACON HR/Payroll Project • Approves expanded parameters for BEACON HR/Payroll Project scope • Resolves high level issues concerning BEACON HR/Payroll Project if needed 	<ul style="list-style-type: none"> • Potential cost overruns or time slippage on BEACON HR/Payroll Project 	<ul style="list-style-type: none"> • BEACON HR/Payroll system is delivered successfully on-time and within budget • Legislative support for standardization issues (if necessary) 	<ul style="list-style-type: none"> • Provide periodic BEACON Project status/updates (given by members of Steering Committee)

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Fiscal Research	40+	<ul style="list-style-type: none"> • Provides analysis of BEACON HR/Payroll Project for NC General Assembly • Provides reporting on BEACON HR/Payroll Project for decision-making by the NC General Assembly 	<ul style="list-style-type: none"> • Ensuring that BEACON HR/Payroll Project captures required information and data elements for complete and timely reporting • Ensures that the conversion of historical data is correct and complete 	<ul style="list-style-type: none"> • BEACON HR/Payroll Project provides improved strategic information/data • Fiscal Research able to obtain strategic agency and university data for use by the NC General Assembly 	<ul style="list-style-type: none"> • Provide periodic updates/ status of BEACON HR/Payroll status (given by members of Steering Committee) • Training on Beacon reports
Legislative Liaisons Includes both universities & agencies	52+	<ul style="list-style-type: none"> • Conveys information pertaining to the BEACON HR/Payroll Project to agency and university leadership • Reports status and any issues concerning BEACON HR/Payroll Project to General Assembly if appropriate 	<ul style="list-style-type: none"> • Potential cost overruns or time slippage on BEACON HR/Payroll Project that negatively affect agencies/ universities 	<ul style="list-style-type: none"> • Agency/university employees recognize the benefits of the BEACON HR/Payroll Project and support it • BEACON HR/Payroll Project is delivered on time and within budget without serious interruptions to the agencies/universities 	<ul style="list-style-type: none"> • Provide periodic BEACON Project status/updates (given by BEACON HR/Payroll Project PMO)

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Office of State Controller (OSC)	117	<ul style="list-style-type: none"> • Sponsor of the BEACON HR/Payroll Project • Controls strategic direction for BEACON Program, including HR, Payroll, Budget, Finance, etc. 	<ul style="list-style-type: none"> • Concern whether existing OSC organizational structure and functions will fit with new BEACON HR/Payroll system and processes • Communication gaps between OSP, OSC, and OSBM 	<ul style="list-style-type: none"> • Project remains on time and within budget • BEACON HR/Payroll Project provides improved strategic information/data 	<ul style="list-style-type: none"> • Provide periodic updates/status of BEACON HR/Payroll Project (given by State Controller, Chief Deputy State Controller, BEACON HR/Payroll Project PMO) • Participate in various BEACON HR/Payroll Project Team meetings/work sessions

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Office of State Personnel (OSP)	111	<ul style="list-style-type: none"> • Support BEACON HR/Payroll Project effort • Provide resources to ensure HR aspect of BEACON HR/Payroll Project meets the State's needs • Planning future HR project implementations (e.g., e-recruitment, personnel development, training expansion) in conjunction with BEACON HR/Payroll Project 	<ul style="list-style-type: none"> • Potential for Career Banding initiative to have an impact on level of effort for BEACON HR/Payroll Project • Concern whether existing OSP organizational structure will fit with new BEACON HR/Payroll system and processes • Potential lack of coordination between OSP, OSC and OSBM • Ensuring that BEACON HR/Payroll Project captures the required data elements for complete/timely reporting and utilization of the State's workforce planning efforts • Ensuring that the conversion of historical data is correct and complete 	<ul style="list-style-type: none"> • Project remains on time and within budget • BEACON HR/Payroll Project provides improved strategic information/data • Smooth transition from PMIS to BEACON HR/Payroll system 	<ul style="list-style-type: none"> • Provide periodic BEACON HR/Payroll Project updates/status (given by members of Steering Committee) • Participate in various BEACON HR/Payroll Project Team meetings/work sessions

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Office of State Budget & Management (OSBM)	59	<ul style="list-style-type: none"> • Provides BEACON HR/Payroll budget, fiscal research and analysis for Governor • Provides input on policy and process standardization, centralization and decentralization options (working with Change Management Oversight Committee & Standardization Advisory Committee) • Assists with outline of financial structure and cost center hierarchy/chart of accounts 	<ul style="list-style-type: none"> • Questions could arise over whether salary reserve, salary adjustment and funding of positions are within scope of the BEACON HR/Payroll Project • BEACON HR/Payroll Project is over budget and behind schedule • Lack of involvement with review or proposed standardized policies and processes • Support for new finance account structure 	<ul style="list-style-type: none"> • BEACON HR/Payroll system provides improved information for OSBM to better forecast budget data • New financial accounting structure supports future Beacon initiatives 	<ul style="list-style-type: none"> • Provide periodic updates/status of BEACON HR/Payroll Project (given by State Controller, Chief Deputy Controller, BEACON HR/Payroll Project PMO) • Participate in various BEACON HR/Payroll Project Team meetings/work sessions

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Council of State	9	<ul style="list-style-type: none"> • Provide support for the BEACON HR/Payroll Project within their agencies • Commit necessary agency resources to BEACON HR/Payroll Project if needed • Help resolve high-level issues concerning BEACON HR/Payroll Project 	<ul style="list-style-type: none"> • Inadequate agency employee training will cause work disruptions • Job changes and workforce impacts may lead to decrease in employee morale • BEACON may standardize some activities that will change the way agencies conduct business 	<ul style="list-style-type: none"> • Throughout state agencies, employees recognize the benefits provided by the BEACON HR/Payroll system • BEACON HR/Payroll system provides improved data that helps improve agency operations 	<ul style="list-style-type: none"> • Provide periodic updates/status of BEACON HR/Payroll Project (given by members of Steering Committee)
Governor's Cabinet	10	<ul style="list-style-type: none"> • Provide support for the BEACON HR/Payroll Project within their agencies • Commit necessary agency resources to BEACON HR/Payroll Project if needed • Help resolve high-level issues concerning BEACON HR/Payroll Project 	<ul style="list-style-type: none"> • Inadequate agency employee training will cause work disruptions • Job changes and workforce impacts may lead to decrease in employee morale • BEACON HR/Payroll system may centralize some activities that will change the way agencies conduct business 	<ul style="list-style-type: none"> • Throughout state agencies, employees recognize the benefits provided by the BEACON HR/Payroll system • BEACON HR/Payroll system provides improved data that helps improve agency operations 	<ul style="list-style-type: none"> • Provide periodic updates/status of BEACON HR/Payroll Project (given by members of Steering Committee)

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency Secretaries/ Deputy Secretaries	180+	<ul style="list-style-type: none"> Sponsor BEACON HR/Payroll Project within their agencies Convey importance of BEACON HR/Payroll Project to agency senior management and employees Commit necessary resources to BEACON HR/Payroll Project as needed Resolve high level issues concerning BEACON HR/Payroll Project within their agencies 	<ul style="list-style-type: none"> Agency provides inadequate necessary information for blueprinting Overall agency buy-in for the BEACON HR/Payroll system is required Agencies will need to work with a new statewide HR/Payroll system Employees may encounter workforce transition organizational structure issues Agencies will have organization change requirements and workforce transition plans 	<ul style="list-style-type: none"> BEACON HR/Payroll Project supports the needs of each agency Each agency secretary/deputy secretary recognizes the benefits provided to their employees by the BEACON HR/Payroll system Agency HR/Payroll staff given adequate time for training 	<ul style="list-style-type: none"> Provide periodic updates/status of BEACON HR/Payroll Project (given by members of Steering Committee) Facilitate agency specific events and meetings Leadership action plans

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
University Leadership Includes President, University Chancellors and Vice Chancellors	70+	<ul style="list-style-type: none"> • Support implementation of BEACON HR/Payroll system within their university • Convey importance of BEACON HR/Payroll Project to senior management and employees • Commit necessary resources to BEACON HR/Payroll Project as needed • Resolve high level issues concerning BEACON HR/Payroll Project within their respective university 	<ul style="list-style-type: none"> • Must provide necessary information for blueprinting • Overall buy-in and support from universities is required • Universities will have to deal with all workforce transition/organization issues • Universities will have organization change requirements and workforce transition plans 	<ul style="list-style-type: none"> • BEACON HR/Payroll Project supports the needs of universities • Each university president, chancellor and vice chancellor recognizes the benefits provided to their employees by the BEACON HR/Payroll system • Agency HR/Payroll staff given adequate time for training 	<ul style="list-style-type: none"> • Provide periodic updates/status of BEACON HR/Payroll Project (given by members of Steering Committee) • Develop periodic BEACON HR/Payroll Project Road Show presentations for university leadership • Hold monthly meetings with respective university BST Sponsors and Leads

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency Chief Financial Officers (CFOs)	34	<ul style="list-style-type: none"> • Provide support and leadership for changes in purchases of equipment and other resources for the BEACON HR/Payroll Project • Work with BEACON HR/Payroll Team to address potential financial implications to agencies due project scope changes 	<ul style="list-style-type: none"> • Potential budget impacts to agencies due to scope changes (i.e., hardware) 	<ul style="list-style-type: none"> • Project remains on time and within budget • BEACON HR/Payroll Project provides improved strategic information/data 	<ul style="list-style-type: none"> • Provide periodic updates/status of BEACON HR/Payroll Project (given by members of Steering Committee) • Leadership action plans developed for CFOs
Agency Chief Information Officers (CIOs) <i>Note: Includes CIO Council</i>	34	<ul style="list-style-type: none"> • Provide technical leadership and support for HR/Payroll Project 	<ul style="list-style-type: none"> • Lack of budget to implement hardware requirements and upgrades • Resource restraints • Competing initiatives 	<ul style="list-style-type: none"> • Everyone is connected to the system in their respective agencies • Internal help desks do not get calls; end user support provided • No noticeable impacts to their networks • Functionality and good response time provided 	<ul style="list-style-type: none"> • Provide periodic updates/status of BEACON HR/Payroll Project (given members of Steering Committee) • Clearly defined BST Infrastructure/Readiness Agent roles and responsibilities

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency HR Directors	34	<ul style="list-style-type: none"> • Provide guidance, support for implementing changes BEACON HR/Payroll system will bring to their organizations • Communicate changes affecting their employees • Designate staff to participate in BEACON HR/Payroll Project as appropriate 	<ul style="list-style-type: none"> • Employees require skills and knowledge for effective use of BEACON HR/Payroll system • Standardization of HR policies and processes causes loss of agency/ university autonomy • HR Directors must support workforce transition activities of HR/Payroll staff 	<ul style="list-style-type: none"> • Employees effectively able to carry out mission of organization • HR Directors and agency employees understand impact of BEACON HR/Payroll system on their organization • Agency/university employees transition to BEACON HR/Payroll system successfully • HR/Payroll staff has been allocated sufficient time for training 	<ul style="list-style-type: none"> • Conduct monthly agency senior management meetings • Prepare Road Show presentations that detail BEACON HR/Payroll Project activities/progress • Send periodic email communications pertaining to BEACON HR/Payroll Project • Provide BEACON HR/Payroll Project information for inclusion in internal agency newsletters • Encourage agency leadership to incorporate BEACON HR/Payroll Project updates into their senior management meetings • Conduct workforce transition activities, including change impact analysis with each agency • Leadership action plans for HR Directors

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Possible Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
University HR Directors	18	<ul style="list-style-type: none"> • Provide guidance, support for changes that the BEACON HR/Payroll system will bring to their organizations • Communicate changes affecting university employees • Designate staff to participate in BEACON HR/Payroll Project as appropriate 	<ul style="list-style-type: none"> • Employees require skills and knowledge for effective use of BEACON HR/Payroll system • Standardization of HR policies and processes causes loss of university autonomy • HR Directors must support workforce transition activities of HR/Payroll staff 	<ul style="list-style-type: none"> • Employees effectively able to carry out mission of organization • HR Directors and university employees understand impact of BEACON HR/Payroll system on their organization • University employees transition to BEACON HR/Payroll system successfully • HR/Payroll staff has been allocated sufficient time for training 	<ul style="list-style-type: none"> • Conduct monthly university senior management meetings • Prepare Road Show presentations that detail BEACON HR/Payroll Project activities/progress • Send periodic email communications pertaining to BEACON HR/Payroll Project to university employees • Provide BEACON HR/Payroll Project information for inclusion in internal university newsletters • Encourage university leadership to incorporate BEACON HR/Payroll Project updates into their senior management meetings • Leadership action plans for HR Directors

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Possible Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency Employees – HR/Payroll Core Users	Approx 1,811	<ul style="list-style-type: none"> • Provide feedback on impact of BEACON HR/Payroll system on their jobs/roles • Become trained in use of BEACON HR/Payroll system processes and transactions 	<ul style="list-style-type: none"> • May not feel that they have a role in this effort and information is not communicated well to them from BEACON HR/Payroll Project Team, agency leadership or BEACON Support Teams (BSTs) • Accountability for new tasks causes confusion and tension • Despite training, they may still not be able to effectively perform new job functions • May not understand new business processes • May not accept centralization of certain functions • Must follow new processes without agency work around 	<ul style="list-style-type: none"> • Understand new responsibilities and how to use new processes and system • Processes/jobs are more efficient • Communicate on job changes, impacts, etc. • Training is effective • Employees feel prepared for transition to BEACON HR/Payroll system • Employees can conduct their business without having to go to multiple sources of information • No increase in employee turnover 	<ul style="list-style-type: none"> • Construct BEACON HR/Payroll Project website • Publish “BEACON View” newsletters • Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress • Prepare Road Show presentations that detail BEACON HR/Payroll Project activities/progress • Provide web-based training on Employee Self-Service functionality • Provide system usage training (using train-the-trainer, classroom training, e-learning, etc.) • Conduct workforce transition activities, including change impact analysis with each agency

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Potential Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
University Employees – HR/Payroll Core Users	TBD	<ul style="list-style-type: none"> • Provide feedback on impact of BEACON HR/Payroll system on their jobs/roles • Pending final determination of university involvement in the BEACON HR/Payroll project, become trained in use of BEACON HR/Payroll system processes and transactions 	<ul style="list-style-type: none"> • May not feel that they have a role in this effort and information is not communicated well to them from BEACON HR/Payroll Project Team, university leadership or BSTs • Accountability for new tasks causes confusion and tension • Do not accept centralization of certain functions 	<ul style="list-style-type: none"> • Understand new responsibilities and how to use new processes and system • Processes/jobs are more efficient • Communicate job changes, impacts, etc. • Training is effective • Employees feel prepared for transition to BEACON HR/Payroll system • Employees can conduct their business without having to go to multiple sources of information • No increase in employee turnover 	<ul style="list-style-type: none"> • Construct BEACON HR/Payroll Project website • Publish “BEACON View” newsletters • Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress • Prepare Road Show presentations that detail BEACON HR/Payroll Project activities/progress • Provide web-based training on Employee Self-Service functionality • Provide system usage training (using train-the-trainer, classroom training, and e-learning delivery techniques)

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Possible Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Agency/ University Staff (Manager & Employee Self- service End Users)	130,000+ (103,000 agency employ.; 27,000 University employ.)	<ul style="list-style-type: none"> • Provide feedback on impact of BEACON HR/Payroll system on their jobs/roles • Pending final determination of university involvement in the BEACON HR/Payroll project, become trained in use of BEACON HR/Payroll system ESS processes and transactions 	<ul style="list-style-type: none"> • May lack of access to technology/willingness to use technology/aversion to technology • Prefer “live person” support and not use new tools • Computer illiteracy • New processes around completing and calculating time, time accrued, etc. when this is standardized • Standardization may result in different amounts of time accrued • Transition to new payroll cycles/schedules 	<ul style="list-style-type: none"> • Employees can still make changes without having to go to different people • Employees understand new responsibilities and when to start using new processes • Employees can use ESS at their convenience • Employees can still do their benefit elections • Paycheck is correct • Employees will have more control over own personal information 	<ul style="list-style-type: none"> • Construct BEACON HR/Payroll Project website • Publish “BEACON View” newsletters • Send periodic email communications pertaining to BEACON HR/Payroll Project activities/progress • Prepare Road Show presentations that detail BEACON HR/Payroll Project activities/progress • Provide web-based training on Employee Self-Service functionality

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Possible Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
University of North Carolina General Administration/ Banner	70+	<ul style="list-style-type: none"> • Provides assistance in establishing interface with the Banner System • Provides insight pertaining to the Banner system's impact on BEACON and vice versa 	<ul style="list-style-type: none"> • Those paid through central payroll system will be moved • Three universities still need to be moved into the Banner system (ECSU, WCU, UNCG) which may cause timeline issues 	<ul style="list-style-type: none"> • Banner will successfully interface with BEACON HR/Payroll system • University employees will get paid accurately and on time • If BI is used for reporting, users can retrieve historical data 	<ul style="list-style-type: none"> • Provide periodic updates pertaining to the BEACON HR/Payroll Project (given by State Controller and Chief Deputy Controller) • Provide general communications sent from BEACON HR/Payroll Project Team • Conduct bi-weekly/monthly meetings with BEACON HR/Payroll Technical Team to address connectivity, networking and agency/university infrastructure issues

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Possible Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
NC Retirement Project Team (ORBIT) – Office of the NC State Treasurer	50+	<ul style="list-style-type: none"> • Works with BEACON HR/Payroll Project Team to decide on single identifier between two systems for all employees needs 	<ul style="list-style-type: none"> • Linkage between portals may be difficult • Project timelines are close together • Have to work with BEACON HR/Payroll Project Team to decide on single identifier between systems for all employees 	<ul style="list-style-type: none"> • The ORBIT system will be impacted little by the BEACON HR/Payroll system 	<ul style="list-style-type: none"> • Share lessons learned and knowledge with ORBIT Project Team
State Employees Association of North Carolina (SEANC)	65,000+ members	<ul style="list-style-type: none"> • Understand policy and process changes that have implications for state employees • Potentially influences decision-making by Governor and NC General Assembly • Represent large number of state employees 	<ul style="list-style-type: none"> • State government employees may feel threatened that BEACON HR/Payroll system will negatively affect their work and jobs • State government employees should be aware of changes to policies and processes associated with BEACON HR/Payroll system 	<ul style="list-style-type: none"> • Maintain support of SEANC membership for BEACON HR/Payroll Project 	<ul style="list-style-type: none"> • Prepare Road Show presentations that details BEACON HR/Payroll Project activities/progress • Provide BEACON HR/Payroll Project material for inclusion in SEANC Newsletter • Provide periodic BEACON HR/Payroll Project updates (given by members of Steering Committee)

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Possible Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
Boards & Commissions Administering Own Payroll (includes NC Psychology Board, NC Auctioneer Licensing, Board of Opticians, Board of Cosmetic Art, Board of Barber Examiners, & Board of Elections)	Approx. 30	<ul style="list-style-type: none"> • Administer own payroll functions 	<ul style="list-style-type: none"> • May feel loss of control • BEACON HR/Payroll Project Team needs to communicate the messages they are sending to the agencies • BEACON HR/Payroll Project may affect their business process/form entry 	<ul style="list-style-type: none"> • They can continue to function and work with their constituents 	<ul style="list-style-type: none"> • Provide Road Show presentations at each important point in the BEACON HR/Payroll Project • Conduct training for payroll functions
Other Boards & Commissions (~120)	TBD	<ul style="list-style-type: none"> • May administer certain HR/Payroll functions 	<ul style="list-style-type: none"> • May feel loss of control • If they do have a state employee, BEACON HR/Payroll Project Team needs to communicate the messages they are sending to the agencies • BEACON HR/Payroll Project may affect their business process/form entry • May have state employees who have to be paid 	<ul style="list-style-type: none"> • They can continue to function and work with their constituents 	<ul style="list-style-type: none"> • Provide Road Show presentations at each important point in the BEACON HR/Payroll Project • Conduct training for payroll functions as needed

Appendix A: Detailed Stakeholder Group Listing - Continued

Stakeholder Group	# of People	Role on Project	Possible Issues & Concerns	Critical Success Factors	Recommended Change/Communications Activities
State Personnel Commission	9	<ul style="list-style-type: none"> • Approves all HR rules and policies (Rules Review Commission has final approval authority on rules) 	<ul style="list-style-type: none"> • Employees are not negatively impacted by the changes • Employees without access to technology are not left behind • Project may necessitate rule and policy changes for them to act upon 	<ul style="list-style-type: none"> • HR system is enhanced • Employees are not negatively impacted 	<ul style="list-style-type: none"> • Communications sent through OSP • Provide periodic presentations (given by Thom Wright/Dusty Wall) as deemed appropriate

Appendix B: Training Estimates by Function

Appendix B: Training Estimates by Function

Agency	HR	Payroll	Time	Benefits
Administrative Office of the Courts	20	6	1	4
Dept. of Administration/Lt. Governor	5	0	0	1
Dept. of Agriculture	30	6	9	1
Dept. of Commerce	12	4	2	3
Dept. of Correction	65	13	67	49
Dept. of Crime Control & Public Safety	13	5	0	0
Dept. of Cultural Resources	18	2	12	8
Dept. of Environ. & Natural Resources	78	55	63	67
Dept. of Health & Human Services	246	122	300	125
Dept. of Insurance	5	0	2	2
Dept. of Justice	9	4	4	1
Dept. of Juvenile Justice	44	20	19	20
Dept. of Labor	5	1	2	2
Dept. of Public Instruction	6	4	1	1
Dept. of Revenue	10	4	2	2
Office of Secretary of State	2	2	1	3
Treasurer	5	7	6	6

Appendix B: Training Estimates by Function (Cont'd)

Agency	HR	Payroll	Time	Benefits
Dept. of Transportation	258	369	548	304
Employment Security Commission	3	2	1	1
General Assembly/Fiscal Research (reporting only*)	TBD	TBD	TBD	TBD
Information Technology Services	7	1	2	2
NC Education Lottery Commission	4	2	3	4
NC Housing Finance	2	2	2	2
OSBM& Mgmt/Governor's Office	5	4	3	4
NC Community College System	5	5	5	3
Office of Administrative Hearings	1	0	0	1
Office of State Personnel	88	2	2	1
Office of State Auditor	3	2	2	2
Office of State Controller	2	11	2	2
State Board of Elections	2	1	1	1
State Health Plan	1	1	1	1
Wildlife Resource Commission	6	1	4	2
Headcount Totals	960	658	1,067	625